Manitoba Environment Report: 99-09

SETTING THE VISION FOR WASTE REDUCTION TO THE YEAR 2000

WRAP 98 WORKSHOP

SUMMARY

February 12 & 13, 1998

Fort Garry Place
Winnipeg, Manitoba

Prepared by:

Manitoba Environment
Pollution Prevention Branch
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: (204) 945-8443
Facsimile: (204) 945-1211

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THE WRAP 98 WORKSHOP

Over 60 stakeholders attended the workshop ***Setting the Vision for Waste Reduction to the Year 2000***, held on February 12 and 13, 1998 in Winnipeg. Manitoba Environment's, Pollution Prevention Branch, organized the workshop as part of its requirement to assess the Waste Reduction and Prevention Strategy, the Multi-Material Stewardship (Interim Measures) Regulation, and the Manitoba Product Stewardship Corporation's three year Business Plan.

Workshop Process

Manitoba Environment invited stakeholders from community organizations, industry, municipal governments, the Manitoba Product Stewardship Corporation (MPSC), and regional provincial offices, to attend the workshop. Pre-workshop materials, including the Regulation, the WRAP Strategy, the MPSC 1998 Business Plan (draft), and a Participant's Workbook, were distributed to all invited stakeholders before the workshop.

Dale Stewart, Chairman of the Manitoba Clean Environment Commission moderated the workshop sessions. Interesting case studies were presented on February 12, 1998 by Jay Stanford from the City of London, Ontario and Bill Burn from the City of Edmonton, Alberta. MPSC and Manitoba Environment also presented overviews of the WRAP Program, MPSC activities, the evaluation process and other information about waste reduction in Manitoba.

The Workshop focus was directed to two broad areas:

1. Overall impression of the WRAP Strategy, and
2. Overall impression of the Multi-Material Stewardship (Interim Measures) Regulation and the accomplishments of the MPSC.

On Friday, February 13, 1998, stakeholders gathered in seven breakout groups and worked through the questions set out in the ***Participant's Workbook***. Staff from Manitoba Environment, The Canadian Council of Ministers of the Environment, and MPSC assisted with the breakout group discussions. Terry Zdan Consulting and Project Management functioned as the overall group co-ordinator and reported on the workshop discussions. The stakeholders focused their responses to the workbook questions and in some cases identified which issue was the most important among those identified. Priority issues were investigated further.

Stakeholders presented summaries of group results in two plenary sessions. This generated a cumulative response to each question. It permitted groups to acknowledge similar or different results to each question and efficiently captured the range of comments associated with each question.

Stakeholders were invited to contribute additional comments on sticky notes and place them in a designated area. The ***Wall of Notes*** attracted some interest and these are reported in the final section of the report. In addition, at the end of the plenary, stakeholders completed workshop evaluation forms.

PLENARY DISCUSSION OVERVIEW AND SUMMARY OF DISCUSSION

Overall Impression of the WRAP Strategy

The fundamental goal of the 1991 WRAP Strategy was to reduce the amount of waste per capita going to waste disposal grounds by 50% by the year 2000. Within this framework, the interim waste reduction target of 20% reduction by 1995 has been achieved. Workshop participants suggested "a good first step" has been taken, but the overall impression of participants was that "sufficient progress has not been achieved".

It was indicated that a great amount of emphasis has been placed on municipal recycling with success. Other actions required in order to achieve fundamental change to reduce waste suggested by workshop participants, included:

- public attitudes,
- education,
- reduction at source,
- organics, and
- assessing WRAP actions against environmental benefits, as well as improvements within an overall ecological framework.

Future WRAP Actions

Recognizing that public opinion is in fact being shaped, workshop participants identified the key accomplishments of the WRAP Program that should be built upon, to be:

- the Multi-Material Stewardship Regulation and the establishment and success of the MPSC;
- tires, used oil, and the resulting "value added" new industries; and
- the high level of municipal participation in recycling.

Participants stated that success has been realized where political will has been exhibited, such as with the establishment of the various stewardship programs. Less success has been achieved in areas were political direction has been less evident. To some extent, measurable achievement has been difficult and requires improvement.

Barriers to Waste Minimization

A number of barriers to reducing waste further such as poor market prices for recyclables or market sustainability as well as the lack of comprehensive waste management plans were identified by some participants. The need for compelling reasons for increasing waste reduction and recycling, the lack of understanding of costs and benefits, public misinformation and lack of awareness were seen by workshop participants as barriers to future success. The diversity of stakeholder interests in waste management, perceived fragmentation of programs and the lack of user pay systems were also viewed as barriers.

To overcome some of these barriers, action initiatives, such as full cost accounting, improved incentives and enforcement, and the development of data for use by local municipalities were

thought by workshop participants to be examples of how some of these barriers could be addressed. Many thought that a number of barriers could be addressed through increased participation, improved flow of information, and through various promotional and educational actions.

Improving Waste Management

Workshop participants identified a number of actions that may improve waste management practices and systems to support waste reduction. A number of those have already been identified in this summary. Some of the actions not previously identified, include:

- extending the recycling service to multi-family dwellings,
- encouraging user pay systems,
- implementing material bans at landfills,
- expansion of the program to include Industrial, Commercial, and Industrial (ICI) materials,
- undertake additional research (small scale recycling, process and product pilots, waste composition studies and improved data collection),
- modifications to stewardship board membership to better represent participants,
- establish additional stewardship mechanisms bringing about arms length corporations,
- financial incentives,
- set priorities, expand the deposit system, have consequences when targets not met, and place more emphasis on waste reduction and reuse; and
- more transparency in MPSC operations and plans.

Vision to Achieve Year 2000 Waste Reduction Goal

In terms of the workshop participants' vision to achieve the 50% reduction by the year 2000, there was some emphasis that we should not become fixated by the 50% goal and that there should be a focus on the desired environmental benefits. Others felt that a comprehensive waste management strategy was required and that demolition waste, household hazardous waste and waste from schools and other institutions should be included. Better coordination of activities at all levels was required. Workshop participants concluded that priorities need to be made clear and that one should build upon the existing WRAP successes. Others felt that a change in the disincentives was required, that the subsidies should be discontinued and that consumption should be taxed.

Overall Impression of the Multi-Material Stewardship Regulation

Whereas a number of the participants overall impression was that sufficient progress had not been achieved with regards to waste reduction, the impression on whether the Multi-Material Stewardship Regulation provided a satisfactory framework for supporting waste reduction and prevention was more positive, although still not fully satisfactory.

It was recognized that a regulation was required to "get things off the ground" but that things needed to progress beyond the beverage levy. The focus on recycling needed to be balanced with a focus on reduction and reuse. A secure funding base has now been established that should help to expand the program. Some suggested that the regulation was not broad enough and that additional levies are necessary.

It was recognized however that the "Manitoba Model" was unique in North America and brought about positive results. Participants suggested that the environmental impacts of the resulting actions required evaluation.

Main Accomplishments of Multi-Material Stewardship Regulation

The establishment of the MPSC along with the funding and incentives to municipalities were identified as main accomplishments. Participants thought it was necessary for the regulation to establish the environmental levy. It was stated that the stewardship regulation approach in Manitoba achieved the results in three years that took 10 years to be realized in Ontario. It was also thought that the regulation raised public awareness of environmental issues that go beyond recycling.

Shortcomings of the Stewardship Regulation

In spite of positive aspects, it was suggested that the regulation placed too much emphasis on voluntary measures and initiatives and that perhaps too much emphasis was placed on partnerships and stewardship. It was also suggested that both "waste reduction" and "multi-material" needed to be defined.

Others felt that the regulation did not achieve the necessary change in consumption patterns, was an "out" for the industry and allowed too many "free riders" because many of the products collected were not levied. The stewardship board makeup was a concern and there was trouble on the part of some participants separating the regulation from the actual corporation.

The lack of commitment to levy redistribution was identified and it was indicated that the regulation should be broader to cover organics and toxic substances. Others felt that additional incentives and awards were required.

As an overall concern a number of participants felt the regulation did not set the stage for a well integrated plan.

Effectiveness of Regulation Attributes

Workshop participants were asked to rank the importance of 12 identified attributes of effectiveness as they applied to the Multi-Material Stewardship Regulation. Participants felt that this exercise was difficult to deal with. Although all 12 attributes were identified as important by participants, "*Relevance*" by far was rated as the most important attribute.

Other attributes rated as important include:

- "*Achievement of Intended Results*"
- "*Costs and Productivity*"
- "*Management Direction*"

Workshop participants identified other attributes that were thought to be useful in evaluating the effectiveness including—*Sustainability* and *Sustainable Development, Transparency, Accountability* and *Flexibility*.

Accomplishments of the Manitoba Product Stewardship Corporation

The funding to municipalities and the support provided to local recycling programs was ranked as an important accomplishment of the Corporation. Keeping the two cent levy visible was also ranked high. Other "ranked" accomplishments include:

- promotion, education and the school programs,
- supporting partnerships and supporting other waste reduction programs such as "green procurement",
- program was voluntary and available to all Manitobans.

The technical assistance provided, data collection and the municipal information sharing were also identified as accomplishments. Others indicated that the Board provided a much appreciated business approach and created a good public image.

MPSC Shortcomings

The limited scope and the lack of research particularly on new technologies were identified as shortcomings. Waste reduction and reuse rated highly as shortcomings and data requirements were stated to be evident. The need to include ICI, multi-family recycling and the need to measure both environmental impacts and participation rates were also identified.

Still others stated the lack of levy redistribution, the fact that regional differences are not considered and an inability to meet all municipal needs to be shortcomings. Some felt that levy redistribution required priority attention.

Other shortcomings were indicated as the inability to achieve public participation quickly, the lack of public awareness, that the MPSC was missing stakeholder communication, and that the

success of the MPSC was not being communicated. The lack of transparency and public involvement were ranked highly as a shortcoming.

Although the education programs were supported, some participants felt that the program required an evaluation and rated highly the need for education on waste reduction.

Recommended Revisions to the Multi-Material Stewardship Regulation

The workshop participants provided diverse comments on recommended changes to the Stewardship Regulation including:

- expand the scope of materials designated in the regulation,
- add cardboard to designated materials,
- levies:
  - placing a levy on all designated material
  - redistribute levies only to PST applicable items (not a "tax" on food)
  - levies reflect recycling costs (full cost accounting)
  - levies designed to encouraged waste reduction
  - variable levies
  - composting levies
- increase emphasis on waste reduction
- increase emphasis on ICI
- change MPSC Board composition to reflect "public interest"
- improve the language and definitions.

Feedback on the workshop process undertaken by the Department was obtained through a Workshop Participants Survey. Workshop participants expressed a strong degree of satisfaction with the February 12-13 Workshop.

APPENDIX A

Question by Question Summary of Plenary Discussions

PLENARY REPORTS DETAILED SUMMARY

SECTION I: THE WRAP STRATEGY

1. ***Has sufficient progress been made since 1995 in reducing the amount of waste going to waste disposal grounds in Manitoba? (What is the basis you used to make your assessment?)***

UNSATISFACTORY				*SATISFACTORY*
1	*2*	*3*	*4*	*5*

GROUP SCORES: 2.8, 3, 2.9, 2.8, 2.8, 2.67, 3.2
Range: 2.8 to 3.2
Mode: 2.8
Mean: 2.88

COMMENTS:
- Good first steps
- Vision / framework and general progression
  - specific programs / waste streams
    - residential
    - packaging and papers
    - industry
    - National Packaging Protocol
    - need to increase integration (small and medium enterprises)
    - tires
    - diversion statistics
  - now we can target more fundamental change
    - attitudes
    - reduction
    - education
    - environmental benefit
- improve incentives
- much left to be done
- disappointed
  - composting
  - increase diversion
  - focus on reduce and reuse
- concern on markets and programs
- no landfill crisis
  - increasing costs
  - difficult to justify wants
  - 2 years to meet targets

2. ***In your opinion what have been the main accomplishments in reducing waste?***
(Your Group will list these accomplishments and rank them in importance.)

COMMENTS:
- no real accomplishment in reducing waste
- in terms of waste management and diversion we identified a number of strengths
  - establishment of MPSC and relative success in encouraging municipalities to participate
  - tires, used oil, new industries (value added i.e. tires)
  - public opinion and awareness being shaped
  - created an understanding of shared responsibility – consumers and producers
  - availability of funding to municipalities to manage waste
- changes in reduction and diversion
- based on sound economic planning
- showing responsibility and accountability

- principle of stewardship
- successes and establishment of arms length corporation

3. ***What have been the main shortcomings in waste reduction activities?***
(Your group will list these shortcomings and rank them in importance)
AND
4. ***How can these shortcomings be overcome?***

COMMENTS:
- lack of policy direction and leadership
  - develop clear timelines
  - recapture the imagination of the public
  - take out the " politics"
  - place more emphasis on community / municipal government cooperation
- lack of political will
  - better politicians
  - educate / lobby
  - make waste reduction an election issue
  - make politicians accountable
  - show benefits of participation
- cost of services
  - lack of markets
  - mission is first 2 R's (reduce and reuse)
  - encourage local processing
  - emphasize reduction at source
- lack of integration and list environmental benefits
  - more tools, analysis and evaluation
  - help organizations
  - provide success stories
- scope and value need broadening
  - what impact on environment is being achieved?
  - should we evaluate success based on weight or something else?
  - lack of economic instruments: incentives and disincentives
  - regional co-operation and funding
- lack of coherent waste policy
  - how do we know we are successful?
  - need to achieve realistic targets

5. ***What measures would you use to assess whether or not the shortcomings have been overcome?***

COMMENTS:
- measures:
  - monitor tonnage
  - measure reduction / tonnage
  - measure collection of recyclables
  - study composition of what's out there
  - measure environmental stewardship of industry
  - measure public perception
  - diversions from landfills
  - increase use of legitimate recycling programs
  - amount of waste per person diverted
  - general level of confidence
  - number of communities with user pay
  - move to regional landfills and quality of landfills
- need reduction benchmark
- measure of environmental improvement

- proof of yes/no of updated waste reduction strategy
  - development of tools, audits, life-cycle analysis
- need to measure environmental and economic outcomes not symptoms

6. ***What do you think are the main barriers to further reducing waste?***
   (Your group will list these barriers and rank them in importance)
   AND
7. ***What can be done to overcome these barriers?***

COMMENTS:

- public misinformation, lack of awareness
  - improved / increased incentives to reducing waste
  - education
  - increased enforcement of regulations
- diversity of interests and fragmentation
  - develop data for local municipalities
  - create a comprehensive waste management plan
  - reorient to an ecological framework
  - education and "participaction" program
  - get groups responsible for networking and set focus
- market sustainability
  - efficiency?
  - who pays for programs?
- lack of user pay systems
  - fairness
  - implement system
- City of Winnipeg civic funding and landfill
  - convenience
  - increase participation
- lack understanding of costs and benefits
  - education
  - definitions, goals
  - full cost accounting
- no compelling reasons for increasing waste reduction
  - tools for comprehensive reasons

8. ***What do you think should be done to improve waste management practices and systems to support waste reduction?***

COMMENTS:

- service to multi-family dwellings
  - encourage user pay systems
  - changes to stewardship board, i.e. larger number of participants and more municipal representation
- legislation at source
- institutional, commercial and industrial sector missing
- research
  - benchmarks, composition
  - small scale recycling
  - pilots – processes and products
- focus on materials that have value
- tools for environmental assessment
- economic instruments
- regular reporting
- positive dividends – social and economic
- increase communication and education
- transparency – establish goals, focus on environmental benefits

- increase processing and awareness
  - " cure better than disease"
- set priorities – capture big problems
  - benchmarks, best practices and continuous improvement
  - government set example
  - link job creation with environmental improvement
  - increase grass roots involvement
- material bans to landfills
- consequences for not meeting targets
- expand deposit system
- more pre-sorting

9. ***What is your vision of the activities needed for Manitoba to achieve 50% reduction in waste by 2000? (Your Group will list these components and rank them in importance)***

Vision Component	Do These Things
• development of comprehensive waste management strategy: • sectors • targets • performance • principles - pollution prevention - waste reduction	• more compelling arguments • leadership • research alternatives and options • up date concrete targets
• change in disincentives	• stop subsidies and tax consumption
• determine priorities for program	• build on successes • increase information, reporting , sense of accomplishments
• increase monitoring	• weights, volumes • assess efficiency / effectiveness • reduce environmental impact • continue stewardship program
• relate to suggested improvements in Question 8	• start benchmarking • provide market dividends • positive impacts • increase use of economic instruments • improve communication and transparency • increase funding • focus on environmental benefits • structure programs to local economy
• include demolition waste • include household hazardous waste and waste from schools	• expand mpsc and increase levies • decrease use of flip chart paper
• include multi-family dwellings • composting facilities • financially sustainable • complete recycling program	• education
• don't get hung up on 50% reduction	• focus on environmental benefits • attitudes – shift from "must do" to "habitual" • use incentives, awards, success stories
• better co-ordination • increase diversions from landfills • ICI • further re-use • highly informed public	• regional plans • education • increase facilities, restrict burning • education

SECTION II: THE MULTI-MATERIAL STEWARDSHIP (INTERIM MEASURES) REGULATION

10. Has the Multi-Material Stewardship (Interim Measures) Regulation provided a satisfactory framework for supporting waste reduction and prevention in Manitoba? (What is the basis for your response?)

UNSATISFACTORY				*SATISFACTORY*
1	*2*	*3*	*4*	*5*

Group Scores: 4, 2.3, 2.5, 2.9, 3.3, 3.3, 3.7
Range 2.3 to 4
Mode:
Mean: 3.15

COMMENTS:

- needed regulation to get off the ground
  - yes, but move beyond beverage container levy
  - is framework for all designated products?
  - broad call to action
  - anticipatory warning
- prevention
- affect 20% of what's available
- secure funding base
- expand scope / mandate
- get "bang for buck" - evaluate environmental impacts
- a positive "Manitoba" model
- excessive focus on recycling
- need level playing field – levies
- more regulations?
- didn't go broad enough
- lack of financial benchmarking

11. What have been the main accomplishments of the Regulation?

COMMENTS:

- funding / incentives for municipal recycling
- establishment of MPSC
- raised public awareness of environmental issues (goes beyond recycling)
- this took 10 years to do in Ontario, Manitoba did it in 3!
- link funding and recycling
- time factor, things are up to speed and operating!
- its important to collect data
- created economic stability
- not familiar with the regulation
- important that the regulation established environmental levy

12. What have been the main shortcomings of the regulation?

COMMENTS:

- may be too much allowance for voluntary measures (vs. regulations)
- fails to consider the provincial goal of 50% reduction by 2000
- too much emphasis on partnerships and stewardship
- perhaps too much allowance for voluntary initiatives vs. regulation

- regulation talks about waste reduction without defining it
- the definition of board makeup is contentious
- doesn't cover organics
- the Chair is a provincial employee
- difficulties: trouble separating regulation and the corporation; unfamiliarity with the regulation
- needs more incentives and rewards
- lacks commitment to levy redistribution
- onus is on municipal "option" vs. requirement
- regulation has not resulted in changing consumption patterns
- regulation is an out for industry
- not broad enough – aimed at grocery not at toxic group
- not understandable –what is it, why?
- no stewardship in ICI
- ambiguous power of Minister
- define multi-material

13. Which shortcoming is the most important?

COMMENTS:
- regulation is not a well integrated plan (3)
- establishes free-riders – products collected, not levied (2)
- misconception that levy is for household beverage cans only (1)
- don't know
- levy redistribution
- scope of regulations are not wide enough – opportunities for growth

14. What have been the main accomplishments of the Product Stewardship Corporation?
(Your Group will list these and rank them in importance)

COMMENTS:
- keeping the 2 cent levy visible (1)
- funding to municipalities and support to rural depots (2)
- promotion and education, school program (3)
- supporting partnerships, other waste reduction programs (i.e. green procurement) (4)
- voluntary and available to all Manitoban's (5)
- available to 95% of Manitoban's
- technical assistance
- municipal information sharing
- data collection
- tonnage and %
- appreciate business approach
- creates a positive public image
- diversion of 20%
- establishing opportunities for persons living with disabilities and job re-entry programs

15. What have been the main shortcomings of the Product Stewardship Corporation and its activities?

COMMENTS:
- limited scope (single family residences) (materials)
- lack of research – new technologies
- inability to get public participation quickly
- recycling is not reduce or reuse
- levy redistribution hasn't happened
- need evaluation of education program

- measure participation rates
- measure environmental impacts
- ICI inclusion
- lack of public awareness
- failure in communicating success
- missing stakeholder communication
- failure to consider regional differences – co-ordination
- data – report volumes, weights, reductions, diversions
- multi-family recycling
- rewards
- meet with municipal needs

16. ***Which shortcoming is the most important?***
(Your Group will list these shortcomings and rank them in importance)
AND

17. ***What could be done to correct these shortcomings?***

Shortcomings	Solutions
▪ Section 8A—lack of prevention programming	▪ develop prevention program
▪ lack of transparency/public involvement	▪ amend practices ▪ share minutes ▪ open meetings ▪ put information on web sites
▪ lack of education for production at source	▪ more education for reduction at source
▪ no levy redistribution	▪ make this a priority ▪ lobby
▪ lack of measurement	▪ participation rates ▪ environmental impacts ▪ other examples
▪ reduce/re-use	▪ focus on easy solutions ▪ e.g. "power smart ▪ "get consumer on board
▪ multi-family recycling	▪ pilot project
▪ renew effort at communication	▪ gain an understanding of regional differences and differential rates

18. ***How might improvements for correcting the listed shortcomings be measures?***

COMMENTS:
- begin with measurable goals and objectives
- % participation, recovery tonnage
- measure partner attitudes – customer satisfaction surveys
- talk with stakeholders
- apply levies to targeted products
- set up a web site
- get consumers on board
- implement a multi-family demonstration project in Winnipeg
- do more waste composition
- decrease contamination rates studies

19. Manitoba Environment is reviewing the effectiveness of the operation of the regulation. The following 12 Attributes of Effectiveness are being considered as part of this review. Using number 1 through 12, rank these in importance (1 being most important, 12 least important)

COMMENTS:
- group feels all these attributes are important, but relevance was top 1
- evaluate the corporation
- apply these to the department

ATTRIBUTE	Group	Group	Group	Group	Group	Group
Management Direction	3		6			
Relevance	2	1	1	1	1	1
Appropriateness	4					
Achievement of Intended Results	1	2	3			
Acceptance	5		2			
Secondary Impacts	12		5			0
Costs and Productivity	3	3	5			
Responsiveness			4			
Financial Results			8			
Working Environment			9			0
Protection of Assets			7			
Monitoring and Reporting		4	12			

20. Other attributes suggested.

COMMENTS:
- financial resources
- flexibility
- sustainability
- accountability
- sustainable development
- more financial resource
- accountability
- transparency

21. What revisions to the Multi-Material Stewardship (Interim Measures) Regulation would you like to see?

COMMENTS:
- levy on all designated materials
- levies reflect cost of recycling (full cost accounting)
- levies encourage waste reduction
- increase emphasis on ICI
- increase emphasis on waste reduction
- add cardboard to designated materials
- change board composition to reflect public interest
- improved language and definitions
- redistribute levies only to PST applicable items
  - not a tax on food
- composting levies?
- variable levies
- expand the scope of materials

SECTION III: 1998 MANITOBA PRODUCT STEWARDSHIP CORPORATION BUSINESS PLAN

22. In your opinion, what are the main strengths of the MPSC 1998-2001 Business Plan?

COMMENTS:
- promotes true stewardship (1)
- duration of the plan – 3 years (2)
- expansion to multiple family, IC & I issues (3)
- increased data collection (4)
- well crafted
- reveals difficulties with changing levies
- looks at levy redistribution
- looks at ICI
- fair
- action elements are defined
- links action with activities
- contains planing – costs – data
- focuses on identifying markets
- presents measurable goals
- it is complete – progressive

23. In your opinion, what are the main weaknesses of the MPSC Business Plan?
(Your Group will rank these weaknesses in importance.)

COMMENTS:
- no review of funding formula
- Doesn't provide direction outside Brandon / Winnipeg
- doesn't increase materials in program
- slow time-lines – need action
- staff shortages
- no weaknesses?
- lacks incentives – to reward performance
- needs measures for environmental benefits
- lacks municipal and industry partnerships
- do we need more research and studies?
- need more outreach with small and medium sized businesses
- promote activities by selling job creation and healthy impacts
- address life cycle of products
- success of business plan equals a bankrupt corporation
- lack of transparency
- lacks timelines for redistribution of levy
- it promotes voluntary stewards
- ICI is all planning and no action

24. What do you like about the Business Plan?

COMMENTS:
- attempts to address a number of concerns that had been brought to the board
- systematic approach to increased municipal and public participation in the program
- plan to increase recovery of designated materials
- fiscally prudent
- MPSC support for redistribution of the levy
- continuing the work to better understand the composition of the current stream
- well structured
- readable
- head on

25. What other information do you think the Business Plan should include?

COMMENTS:
- incentives for strong performance by municipalities and stewards
- development of tools to analyze and communicate environmental impact benefits
- partnership opportunities on initiatives – municipal, industry, other
- industry outreach, especially SME's
- economic outcomes as part of measurement and sales mission
- clarity on how full cost accounting will be developed, used and worked on with partners
- information on what are the residential participation rates
- special events – Pan Am Games demonstration project

26. What other comments would you like to make about the Business Plan and MPSC in Manitoba?

COMMENTS:
- MPSC is only one part of waste reduction plan – need clarification re: roles of various players – regulation – WRAP Strategy – MPSC
- need clear use of language around reducing and diverting
- need transparency and increased reporting back to public
- glad to have it and applaud success
- important to recognise that MPSC is not equal to WRAP
- forecast fiscal deficits
- prudent fiscal planning
- how to spend?
- what do business plans look like?
- here is a plan – excellent
- desire for increased consultation with municipalities
- include information about results not just ideas – how well concepts were executed.
- would like a more definite substantive multi-material regulation

27. Is the process being followed for reviewing the 1998 Business Plan satisfactory?

UNSATISFACTORY				*SATISFACTORY*
1	*2*	*3*	*4*	*5*

Group Scores: "0", 3.4, 3.2, 4.5, and 4.3
Range: 0 to 4.5
Mode:
Mean: 3.1

COMMENTS:
- We are unable to give a ranking as we do not know what the full process is
- Today's workshop has been very worthwhile for reviewing the plan
- Anticipate "good" process
- Recognise surveys, questionnaire and workshop as part of the process

28. What would you suggest for improving the process?

COMMENTS:

- Hold public meetings
- Increase time to review process
- Increase communications with government organizations
- More time to review workshop materials
- A lot of consideration for public consultation – public review
- communicate with other professional associations
- send out information to all municipalities
- get feedback from service consumers
- increase co-ordination about process
- do this process earlier
- better co-ordination of time frame
- the first evening should have presented a flow chart of what the process is
- review the regulation before the business plan

WALL OF NOTES

- Too much pre-occupation with 50% target
  - Focus on environmental benefit not % or tonnage

- Repetition of goals (educate, inform, measure, study, 50% reduction, etc.) not useful. We know this. We need to brainstorm to develop methods – specific ways to go about achieving these admirable and agreed upon ends!

- Scale used for questionnaire does not allow for positive response … best one can do is be "satisfied"! Should read "unsatisfactory – satisfactory – excellent".

- Next time – would like to have fewer topics per table and more time for free ranging and in-depth discussions.

- Let us hear details of success stories within our own province – there are quite a few.

APPENDIX B

Participants List

Al Adams
Councillor
City of Thompson
226 Mystery Lake Road
Thompson MB R8N 1S6

Telephone: (204) 677-7926
Facsimile: (204) 677-7981

Ron Benson
Executive Director
Manitoba Association of
Resources Recovery Corporation
35 - 1313 Border Street
Winnipeg MB R3H 0X4

Telephone: 632-5255
Facsimile: 633-9380

Lynne Bereza
Promotion & Education Coordinator
MB Product Stewardship Corporation
280 - 530 Kenaston Boulevard
Winnipeg MB R3N 1Z4

Telephone: 989-6226
Facsimile: 989-6229

Patti Bowles
Vice-President
Phoenix Recycling Inc.
76 Hoka Street
Winnipeg MB R2C 3N2

Telephone: 222-5096
Facsimile: 224-2798

Norm Brandson
Deputy Minister
Manitoba Environment
Room 350, Legislative Building
Winnipeg MB R3C 0V8

Telephone: 945-8807
Facsimile: 945-1256

Bill Burn
Manager, Waste Management
City of Edmonton
2nd Floor, Century Plaza
9803 - 102A Avenue
Edmonton AB T5J 3A3

Telephone: (403) 496-5401
Facsimile: (403) 496-5657

Alexa Campbell
Consumers' Association of Canada
MPSC Board Member
21 - 222 Osborne Street South
Winnipeg MB R3L 1Z3

Telephone: 452-2572
Facsimile: 284-1876

Alice Chambers
Chairperson
Pinawa Recycling Inc.
Box 28
Pinawa MB R0E 1L0

Telephone: (204) 753-8348
Facsimile: (204) 753-2610

Stuart Clark, P. Eng.
earthbound environmental
801 Dorchester Avenue
Winnipeg MB R3M 0P5

Telephone: (204) 478-5073
Facsimile: (204) 478-5081

Frank Cosway
Partnerships
Pollution Prevention
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-8222
Facsimile: 945-1211

Gloria Desorcy
Executive Assistant
Consumers' Association of Canada
(Manitoba)
21 - 222 Osborne Street South
Winnipeg MB R3L 1Z3

Telephone: 452-2572
Facsimile: 284-1876

Les Diehl
Boissevain Recycling Project
Boissevain MB R0K 0E0

Telephone: (204) 534-2275
Facsimile: (204) 534-6088

Gerald Dorge
Publisher & General Manager
Canadian Publishers
1465 St. James Street
Winnipeg MB R3H 0W9

Telephone: 949-6115
Facsimile: 949-6122

Bill Dowie
P2 (Environmental) Advisory
Alliance of Manufacturers &
Exporters Canada
c/o 286 Ronald Street
Winnipeg MB R3J 3J8

Telephone: 992-2281
Facsimile: 992-2281

Vern Dyck
C.F.I.G.
Foodland Stores
3477 Pembina Highway
Winnipeg MB R3Y 1A4

Telephone: 275-2391
Facsimile: 275-2851

Brett Eckstein
Senior Policy Analyst
Sustainable Development
Coordination Unit
305 - 155 Carlton Street
Winnipeg MB

Telephone: 945-1069
Facsimile: 945-0090

Fred Edgecombe
Director, Technical & Scientific Affairs
EPIC - Cdn. Plastics Ind. Assoc.
5925 Airport Road, Suite 500
Mississauga ON L4V 1W1

Telephone: (905) 678-7405 ext. 237
Facsimile: (905) 678-0774

Bob Fenton
Professor, Department of Economics
and Environmental Studies
University of Winnipeg
515 Portage Avenue
Winnipeg MB R3B 2E9

Telephone: 786-9317
Facsimile: 774-4134

Jim Ferguson
WRAP Officer
Pollution Prevention
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7042
Facsimile: 945-1211

Mike Fernandes
Municipal Programs Manager
MB Product Stewardship Corporation
280 - 530 Kenaston Boulevard
Winnipeg MB R3N 1Z4

Telephone: 989-6220
Facsimile: 989-6229

Jim Fogg
General Manager
MB Product Stewardship Corporation
280 - 530 Kenaston Boulevard
Winnipeg MB R3N 1Z4

Telephone: 989-6221
Facsimile: 989-6229

David Ford
Chair, Board of Directors
Westman Recycling Council
4138 Centennial Boulevard
Brandon MB R7B 3K7

Telephone: (204) 727-9776
Facsimile: (204) 727-5683

Ken Friesen
Board Member
Manitoba Product Stewardship Corp.
Box 143
Steinbach MB R0A 2A0

Telephone: (204) 326-9856
Facsimile: (204) 326-5059

Carolyn Garlich
Chair, Civic Issues
Council of Women of Winnipeg
133 Riley Crescent
Winnipeg MB R3T 0J5

Telephone: 452-9017
Facsimile: 774-4134 c/o Peter Miller

Dwight Gibson
Manager of Solid Waste
City of Winnipeg
103 - 1155 Pacific Avenue
Winnipeg MB R3E 3P1

Telephone: 986-5350
Facsimile: 774-6729

Monique Graboski
Executive Director
MEIA
895A Century Street
Winnipeg MB R3H 0M3

Telephone: 987-8505
Facsimile: 987-8506

Greg Gungner
Packaging Association of Canada
P.O. Box 279
Winnipeg MB R3C 3J4

Telephone: 697-5300
Facsimile: 697-5313

Bill Hamilton
Alderman
City of Portage la Prairie
97 Saskatchewan Ave. E
Portage la Prairie MB R1N 0L8

Telephone: (204) 239-8334
Facsimile: (204) 239-1532

Greg Hess
District Manager
Canadian Waste Services Inc.
70 Paramount Road
Winnipeg MB R2X 2W3

Telephone: 632-0208
Facsimile: 694-7007

Jenny Hillard
Vice-President, Issues
Consumers' Association of Canada
687 Strathcona Street
Winnipeg MB R3G 3E9

Telephone: 772-5996
Facsimile: 775-5397

Glen Holmes
Student
Natural Resources Institute
412 Rosedale Avenue
Winnipeg MB R3L 1M2

Telephone: 453-5896
Facsimile: 945-0535

Anne Johnson
Mayor
Town of Erickson
Box 40
Erickson MB R0J 0P0

Telephone: (204) 636-2431
Facsimile: (204) 636-2516

Scott Kidd
Policy Committee Member
Resource Conservation Manitoba
204 - 180 Main Street
Winnipeg MB R3C 1A6

Telephone: 944-0050
Facsimile: 947-5250

Glen Koroluk
Resource Conversation Manitoba
#2 - 70 Albert Street
Winnipeg MB R3B 1E7

Telephone: 925-3777
Facsimile: 942-4207

Tony Kuluk
Solid Waste Planning Engineer
City of Winnipeg
103 - 1155 Pacific Avenue
Winnipeg MB R3E 3P1

Telephone: 986-4482
Facsimile: 774-6729

Francis Kunga
Green Box Recycling
1520 Wall Street
Winnipeg MB R3E 2S4

Telephone: 786-3099
Facsimile: 786-2659

Don Labossiere
Environment Officer
Winnipeg Region
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7094
Facsimile: 948-2420

Cliff Lee
Regional Supervisor
Environment Act
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-0788
Facsimile: 948-2420

Lisbeth Liebgott
Water Efficiency Coordinator
Pollution Prevention
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-8980
Facsimile: 945-1211

Al Linder
President
Western Scrap Metals Inc.
P.O. Box 3596
Winnipeg MB R2W 3R4

Telephone: 947-0251
Facsimile: 947-5697

Mike Maksymyk
Vice-President
MAUM
Box 69
Teulon MB R0C 3B0

Telephone: (204) 886-2314
Facsimile: (204) 886-3918

Patrick Martin
Research Analyst
Union of Manitoba Municipalities
Box 397
Portage la Prairie MB R1N 3B7

Telephone: (204) 857-8666
Facsimile: (204) 239-5050

Dawn MacFarlane
Deputy Mayor
Town of Selkirk
200 Eaton Avenue
Selkirk MB R1A 0W6

Telephone: (204) 785-4900
Facsimile: (204) 482-5448

Chuck McCandless
Waste Management Supervisor
Rockwood Institute
Box 72
Stony Mountain MB R0C 3A0

Telephone: (204) 344-3434
Facsimile: (204) 344-5132

David McConkey
President, MARR
Westman Recycling
10 - 6th Street
Brandon MB R7A 3N1

Telephone: (204) 729-8123
Facsimile: (204) 727-5683

Rod McCormick
WRAP Officer
Pollution Prevention
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7344
Facsimile: 945-1211

Ron Michalishyn
Non-Hazardous Waste Mgmt. Coord.
Manitoba Hydro
P.O. Box 815
Winnipeg MB R3C 2P4

Telephone: 474-4512
Facsimile: 474-4974

Alex Morrison
Steering Committee Member
Manitoba EcoNetwork
c/o 740 - 167 Lombard Avenue
Winnipeg MB R3B 0V8

Telephone: 943-6900
Facsimile: 943-0710

Wayne Motheral
Vice-President
Union of Manitoba Municipalities
Box 397
Portage la Prairie MB R1N 3B7

Telephone: (204) 857-8666
Facsimile: (204) 239-5050

Glen Murray
City Councillor
City of Winnipeg
510 Main Street
Winnipeg MB R3B 1B9

Telephone: 986-5071
Facsimile: 986-3725

Lynn O'Neill
Financial Administrator
Parkland Residential &
Vocational Services
424 - 1st Avenue NE
Dauphin MB R7N 1A9

Telephone: (204) 638-8901
Facsimile: (204) 638-5817

Jill Papineau
Director, Recovered Fibre
Pine Falls Paper Company
Box 10
Pine Falls MB R0E 1M0

Telephone: (204) 367-5265
Facsimile: (204) 367-8351

Rick Penner
earthbound environmental
154 Walnut Street
Winnipeg MB R3G 1P1

Telephone: 774-0372
Facsimile: 775-7946

Jim Potton
Clean Environment Commission
284 Reimer Avenue
Steinbach MB R0A 2A0

Telephone: (204) 346-6079
Facsimile: (204) 326-2472

Jake Quiring
Area Finance Manager
Coca-Cola Bottling Ltd.
1331 Inkster Boulevard
Winnipeg MB R2X 1P6

Telephone: 631-2710
Facsimile: 633-6553

George Rajotte*
President
Western Industrial Services
1475 Dugald Road
Winnipeg MB R2J 0H3

Telephone: 956-9475
Facsimile: 956-9470

Marilyn Regiec*
Chief Administrative Officer
R.M. of St. Andrews
Box 130
Clandeboye MB R0C 0P0

Telephone: (204) 738-2264
Facsimile: (204) 738-2500

Linda Saunby
Assistant, Public Policy
FCPMC
855 Don Mills Rd., Suite 301
Don Mills ON M3C 1V9

Telephone: (416) 510-8034, #239
Facsimile: (416) 510-8043

Juliane Schaible
Industry Consultant
Industry, Trade & Tourism
155 Carlton St., 5th Floor
Winnipeg MB R3C 3H8

Telephone: 945-5161
Facsimile: 945-2804

Grace Schellenberg*
President
Pembina Valley Recycling Network
c/o 760 Pembina Avenue
Winkler MB R6W 2N5

Telephone: (204) 325-7401
Facsimile: (204) 325-5915.

Serge Scrafield
Assistant Deputy Minister
Environmental Management Division
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7107
Facsimile: 945-5229

Barbara Shawcross
Teacher
H.S. Paul School
160 Southglen Boulevard
Winnipeg MB R2N 3J3

Telephone: 254-7477
Facsimile: 255-9093

John Sinclair
Associate Professor
Natural Resources Institute
University of Manitoba
Winnipeg MB R3T 2N2

Telephone: 474-8374
Facsimile: 261-0038

Jerry Spiegel, Director
Pollution Prevention Branch
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7482
Facsimile: 945-1211

Jay Stanford
Manager, Solid Waste Management
City of London
P.O. Box 5035
London ON N6A 4L9
Telephone: (519) 661-5411
Facsimile: (519) 661-5931

Dale Stewart
Chairperson
Clean Environment Commission
284 Reimer Avenue
Steinbach MB R0A 2A0

Telephone: (204) 346-6078
Facsimile: (204) 326-2472

Laurie Streich
SOE Reporting
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-7093
Facsimile: 948-2357

Tim Teeple
Canadian Waste Services Inc.
70 Paramount Road
Winnipeg MB R2X 2W3

Telephone: 632-0208, #237
Facsimile: 694-7007

Scott Tessier
Canadian Council of Ministers
of the Environment
123 Main Street, Suite 360
Winnipeg MB R3C 1A3

Telephone: 948-2181
Facsimile: 948-2125

Ken Thomas
Reeve
R.M. of St. Clements
R.R. #1
East Selkirk MB R0E 0M0

Telephone: 474-2642
Facsimile: 482-3098

Bill Tichon
Regional Supervisor
Park-West Region
27 Second Avenue SW
Dauphin MB R7N 3E5

Telephone: (204) 622-2126
Facsimile: (204) 622-6306

Shirley Timm-Rudolph
Councillor
City of Winnipeg
510 Main Street, Council Building
Winnipeg MB R3B 1B9

Telephone: 986-5090
Facsimile: 986-3725

Karen Warren
Special Programs Officer
Pollution Prevention
Manitoba Environment
123 Main Street, Suite 160
Winnipeg MB R3C 1A5

Telephone: 945-3554
Facsimile: 945-1211

Jan Westlund
President
Resource Conservation Manitoba
#2 - 70 Albert Street
Winnipeg MB R3B 1E7

Telephone: 947-6511
Facsimile: 947-6514

Jan Whitelaw
Vice-President
Canadian Soft Drink Association
65 St. Clair Ave. E., Top Floor
Toronto ON M4T 2Y3

Telephone: (416) 927-9019
Facsimile: (416) 927-9101

Dick Willows
Councillor
Town of Selkirk
200 Eaton Avenue
Selkirk MB R1A 0W6

Telephone: (204) 785-4900
Facsimile: (204) 482-5448

Terry Zdan
Consultant
126 Duncan Norrie Drive
Winnipeg MB R3P 2J9

Telephone: 488-8988

Martin Zelych
Reeve
R.M. of St. Andrews
Box 130
Clandeboye MB R0C 0P0

Telephone: (204) 738-2264
Facsimile: (204) 738-2500

James Zonneveld
President
Red Box Recycling
144 Yale Avenue
Winnipeg MB R3M 0L7

Telephone: 284-5279
Facsimile: 772-4046